

**STATE OF COLORADO**  
**DEPARTMENT OF MILITARY & VETERANS AFFAIRS**  
**Regulation 623**  
**AFI 36**



Personnel General

**PERFORMANCE PLANNING AND**  
**EVALUATION 2003**

**DMVA MISSION STATEMENT:**

Provide day-to-day command and control, guidance, policies, and administrative and logistics support to the Divisions of the National Guard, Veterans Affairs and Civil Air Patrol. By statute, that support includes safekeeping and management of military real estate, veterans' cemetery, equipment, facilities and buildings; publishing necessary regulations, orders and reports, maintaining records; and hiring personnel to carry out those missions.

The Adjutant General  
Centennial, Colorado  
March 2003

**UNCLASSIFIED**

Department of Military and Veterans Affairs Regulation 623

Order of the Governor:

MASON C. WHITNEY, Maj. Gen., COANG  
The Adjutant General

**Pay for Performance Purpose:** This regulation establishes Colorado Department of Military and Veterans Affairs policy, criteria and administrative instructions concerning pay for performance.

**Applicability:** This regulation is applicable to all state employees within the Department, as well as Technicians, AGRs and others who supervise those employees.

**Proponent:** The proponent of this regulation is the State Personnel Director for the Department of Military and Veterans Affairs.

**Internal Control System:** This regulation is not subject to the requirements of AR 11-2. It does not contain internal control provisions.

**EEO Statement:** Pay for performance awards approved for granting to state personnel will be made without regard to race, color, creed, sex, age, or national origin.

**Supplementation:** Supplementation to this regulation is prohibited unless prior approval is

obtained from the Office of the Adjutant General of the State of Colorado.

**Suggested Improvements:** The proponent of this regulation is the Colorado Adjutant General. Users of this regulation are invited to send comments and suggested improvements directly to DMVA, ATTN: State Personnel Director, 6848 South Revere Parkway, Centennial, CO 80112-6703.

**Distribution and Restrictions:** Approved for public release. Local and electronic reproductions authorized.

**Changes:** This is a "living" document and is subject to change as 4 CCR 801 is revised by DPA the Department of Personnel and Administration and/or the State Personnel Board. Additional modifications may be made by the Department of Military & Veterans Affairs. Any such changes will be submitted to all recipients of this document as dated revisions.

This regulations supersedes all previous guidance on Pay for Performance dated prior to March 2003

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## Chapter 1 General Information

### 1-1. Background

a. At the request of the Colorado State Legislature in 1996, General Support Services Department of Personnel was tasked with developing an alternate system to replace the antiquated automatic anniversary pay increases by which State employees were being compensated. Each Department of State government was asked to appoint an individual as the P.O.C. who would have responsibility for developing that Department's modus operandi for carrying out the legislative intent. Considerable latitude was given to develop policies and tools tailor-made based on each Department's own culture and management style, within the parameters set forth for the state as a whole.

b. Late Spring of 2000, the state legislature required the State Department of Personnel to revise the parameters and procedures for Pay for Performance. A modified system was presented by the State Department of Personnel August 31, 2000. Subsequently new Rules and Procedures were implemented. As a result, automatic anniversary pay increases ceased effective June 30, 2002.

## Chapter 2 Performance Management

### 2-1. General

Pay for performance is a system whereby performance is proactively managed and employees are compensated based on their individual job performance rather than based solely on longevity. The supervisor is responsible for assuring that the employee is fully aware of the aspects of the assigned tasks which will be evaluated; that is, of the expectations of the supervisor. It is also the supervisor's responsibility to act as a coach (think Broncos) to guide, direct, train and motivate the employee in order that s/he can reach the fullest potential in performance of the job. The supervisor will be held accountable, and will be rated on his/her management of the employee's performance. Also included in performance management is the development of an Agreement (Plan), conducting interim reviews, and a final performance evaluation.

### 2-2. Employee Performance Plan

a. DMVA's Performance Agreement year starts May 1 and ends the following April 30. A Plan will be established each year for each and every permanent employee. It will be a partnership, not a top-down endeavor. Supervisors and employees are to develop the standards (measures, elements) together on the form provided. Supervisors will seriously consider the input of the employee when developing the Plan. If properly utilized, the Plan is a way to insure that the work unit standard is being met and that employees are being compensated commensurate with their performance. The PDQ should be used as a resource in the planning phase. All Performance Agreements are required to include statewide "uniform core competencies." These competencies are: communication, interpersonal skills, customer service, accountability and job knowledge.

b. New employees, including transfers, and those who promote, demote or lateral into another position, **must** receive a Performance Plan within thirty (30) days of appointment. If a supervisor does not complete a Performance Plan, the Reviewer is responsible for its completion, and on up the chain of command. The Supervisor will, then, not be eligible for a performance award.

c. The DMVA State Personnel Office must receive a **copy** of all Performance Agreements no later than May 31 each year or within 30 days of hire, unless otherwise determined. Two interim reviews are required at a minimum and should be noted on the Performance Agreement and Evaluation form in the appropriate space and initialed by both the employee and the supervisor. The supervisor is not required to put the information discussed at the interim review on the form unless they choose to do so. A copy of the interim review does not need to be provided to the DMVA State Personnel Office.

## 2-3. Year-End Performance Evaluation

a. At the end of each rating year (April 30), supervisors must meet with their subordinates to share information about the employee's performance during the past year. The supervisor should take into account information provided by the employee prior to making a final rating determination. After discussion with the employee, the supervisor can complete the form, including comments, and assign a **proposed** rating. The Reviewer and supervisor should discuss the proposed rating and come to a final agreement. *(See Review Process.)* *Proposed level 4 ratings must be forwarded to the DMVA State Personnel Office who will present it to the management review committee for consideration and approval.*

b. Timelines will be strictly adhered to for supervisors who are state employees, and a factor will be incorporated into their performance agreement to this affect. If the supervisor does not conduct an evaluation within thirty (30) days of the close of the evaluation period, the Reviewer shall complete the evaluation. If neither party completes the evaluation, then the next level supervisor is responsible and on up the chain of command. Any employee who does not receive a **timely** evaluation (i.e. no later than 31 May) will automatically be considered as a Level 2 employee (i.e. "met requirements" or "satisfactory"), but can dispute said default rating. The rating will not be considered final and the dispute resolution process may apply.

c. The Agreement and Evaluation form has a section for writing individual technical performance standards, with a comment section for each. Ratings on each technical standard are to be given at one of three levels. ***Level 4 accomplishments can be outlined in detail on the form.*** Level 4 should be rare and difficult to achieve and "represent consistently exceptional performance or achievement beyond the regular assignment". Statewide core competencies are included in each employee's agreement and they will also be rated on these competencies as met, needs improvement, or not met.

### ***d. Performance Levels - Definitions***

#### **Level 4 - Outstanding**

This is a unique level that is difficult to achieve because the performance must exhibit consistently exceptional work or superior achievement above and beyond the regular assignment. The employee is a role model. \*In addition to rater and reviewer, other managers, employees, and peers see exemplary performance. \*Must be excellent (level 3) in daily job.

#### **Level 3 - Excellent**

This is meritorious and above standard work where the performance frequently exceeds expectations, standards, requirements, and objectives of the regular assignment. \*Must be proficient in daily job.

#### **Level 2 - Proficient**

This is satisfactory work where the performance is consistently meeting expectations, standards, requirements, and objectives of the regular assignment. Doing the job and exhibiting behavior as expected. Characteristics: •Contributor •Successful \*Expected level of performance. Successfully doing the job for which hired and paid.

#### **Level 1- Needs Improvement**

This is unsatisfactory work and the performance does not meet expectations, standards, requirements, or objectives. \*Subject to Performance Improvement Plan or Corrective Action.

e. If an employee receives an overall Level 1 rating, that employee shall receive a corrective action and be ineligible for an award. An employee who does not meet the standard or receives a needs improvement on more than one of the Core Competency "factors" will likewise be ineligible for any Award regardless of their rating on the Technical portion of the evaluation.

f. In the event the supervisor does not perform a **timely** plan or evaluation, and absent extraordinary circumstances (which does **not** include a heavy work load), the supervisor (or Reviewer) is **not** eligible for an award for that performance year and will receive a corrective action. Supervisors who do not complete evaluations within 30 days of the corrective action are subject to further action as provided in State Personnel Director's Procedures P-6-2 and CRS 24-50-118 (currently 5-day suspensions without pay).

g. All evaluations must be completed, including Reviewer signature, and **received in the DMVA State Personnel Office by May 31.** *See Review Process.*

h. New employees, ***except Transfers***, whose effective hire date is after January 31 in the performance year will receive a Performance Plan, but they will not be eligible for a performance award until July 1 of the following year (e.g. start work February 1, 2002, eligible for award July 1, 2003). At least one formal and one interim review must, however, take place.

i. Employees who transfer in to DMVA after January 31 will be evaluated by their DMVA supervisor who must take into account the rating given by the former Department, if any. Employees transferring prior to January 31 need not have the rating from their former Department entered into the equation unless the DMVA supervisor wishes to include it. If an employee transfers after April 30, they must be granted an award based on the former Department's rating, but based on DMVA's implementation plan.

#### **2-4. AGRs and Federal Technicians**

AGR and Federal Technicians who supervise state employees will have a performance element built into their appraisal/efficiency report that they must comply with Colorado Revised Statutes and this Implementation Plan. If standards and timelines are not met they will receive a mandatory unsatisfactory rating on this element. Additionally, they must be certified as a supervisor by attendance at training classes provided by the DMVA State Personnel Office. The AGR or Federal Technician's supervisor will be held accountable for any non-compliance of their subordinates.

#### **2-5. Review Process**

a. As stated above, prior to a final rating being given to an employee, all evaluations must be reviewed by the individual designated by each work unit as the "Reviewer." In most cases this will be the supervisor's supervisor. The "Reviewer" may be higher up the chain of command in some work units. The Reviewer will monitor the quality and consistency of performance ratings, taking particular note of discrepancies that may reflect bias based on age, gender, ethnicity, disability, sexual orientation, friendship, and the like. The Reviewer will communicate any appearance of bias or other rating error to the supervisor and request a response. If it is determined by the Reviewer that there is indeed a discrepancy, the supervisor will be directed to make such changes as will assure fairness and accuracy among ratings. Employees in each work unit will be advised of the name of their Reviewer. The Reviewer and Supervisor should come to an agreement as to the rating prior to presenting to the employee.

b. All evaluations which include a recommendation for a Level 4 Award must be reviewed by a management-level committee chaired by the Appointing Authority, unless delegated. The DMVA State Personnel Director will act as an advisory member to the committee. The function of this committee, based upon their impartiality and expertise, will be to meet once each year to review Level 4 recommendations. It will be a "quality" review from an objective viewpoint. The committee will mainly be looking for substance in the required mandatory narrative section that accompanies the Level 4 recommendation, as well as fairness and consistency, and whether the recommendation includes how the employee meets the characteristics of a level 4 performer. If the committee has concerns or does not concur with the supervisor's recommendation, those comments will be written up and the DMVA State Personnel Director will present the committee's

recommendations to the supervisor for response. The supervisor will have three working days to respond to the Appointing Authority. The Appointing Authority, based upon the recommendations of the Supervisor and the committee, will have the **final** decision as to whether the Level 4 recommendation will stand. This decision will be communicated to the supervisor who must modify the rating, if necessary, before presenting it to the employee. The employee will sign, and the supervisor will return the fully executed form to the DMVA State Personnel Office by June 10.

c. At any time the Appointing Authority, or designee, can call for a committee review of all or any plans and/or evaluations in order to determine whether this Implementation Plan is being followed and generally whether plans and evaluations are of adequate quality and consistency. If it is determined that there are any inadequacies, the Appointing Authority, or designee, can return the plans or evaluations to the supervisor for modification. The Appointing Authority will also monitor the imposition of sanctions against supervisors/reviewers and insure compliance with Colorado Statutes.

d. The DMVA State Personnel Office will check plans and evaluations for "technical" correctness (i.e. math, signatures, required narratives, etc.) Incomplete or inaccurate evaluations will be returned to the supervisor/reviewer for necessary modifications. No evaluation will be considered "received" until all adjustments are made and returned to the DMVA State Personnel Office. A log will be maintained as to the date plans and evaluations are received from each supervisor AND any necessary parties will be advised whether they were timely.

### **Chapter 3**

#### **Performance Awards**

##### **3-1. General**

The legislature will annually provide funds in order to accomplish payment of cash awards under the pay for performance system. The amount of those dollars is determined annually based on a percent of the personal services general fund allocation. Any cash awards will be made through the payroll method, through EMPL, and will be based on the evaluation results for the previous fiscal year. That is, cash awards distribution in the fiscal year commencing July 1, 2003 will be based upon evaluation results for the plan year ending April 30, 2003. All awards will be calculated and distributed within the parameters of the Pay for Performance System Parameters and DMVA's award criteria. Award values will be calculated in June of each year and employees advised of their award amount, if any, by mid July. The award dollar amounts will be based upon the employee's July 1 salary, after salary survey, or promotion increases if any, have been applied. Should salary survey not be implemented until after July 1, the award amounts will NOT be recalculated at such time as it is implemented.

In order to promote uniformity and equity throughout the Department's state workforce, the award percent for each level will be uniform regardless of funding source.

Depending upon funds available, and an employee's base salary in relation to Maximum for the range, awards will be distributed as follows:

Level 1	0%
Level 2	more than level 1
Level 3	more than level 2
Level 4	more than level 3

base-building up to the maximum for the range; non-base building for Level 4 employees at the maximum for the range. The final decision as to the percentage amount of each level will be made annually by the Appointing Authority, or designee, and will apply to all employees regardless of funding source. "Source of funds (e.g. cash, federal or general), method of funding (e.g., appropriated or cooperative agreement), and length of state service shall not be criteria for distinguishing between non-base and base building or combination performance awards."

The percent of the awards for each level will be published by DMVA **each year** and may change annually based upon dollars allocated by the state legislature and federal cooperative agreements. The percent amounts will be determined based upon those dollars and distribution of ratings. Level 3 must be greater than level 2 and so on. The minimum award for level 2 must be greater than 0%. Base-building awards can be up to the range maximum. Values between ranges need not be equal.

No quotas will be established as to the number of employees who can be rated at any given level.

### **3-2. Cash Performance Awards**

a. Cash awards are always subject to available funds. Other award options may apply (see Incentive Awards). Non-base building awards must be re-earned each year. Cash awards will be base building, up to Maximum for the employee's pay range. Employees at or above Maximum must receive a recommendation of Level 4 in order to receive a cash award. Level 3 performers at the maximum of the pay range are not eligible for performance awards, but may be eligible for an Incentive Award. Employees in saved pay status will be reviewed on a case-by-case basis within the confines of this Plan and 4 CCR 801 rules and procedures. DMVA will **not** be giving team awards. The workforce is not currently divided into teams.

b. DMVA State Personnel will calculate and provide to the Appointing Authority no later than June 30 of each year the award level for which each employee has been recommended. The dollar amount for which each employee is eligible "base-building" and "non-base building", and projected percentage to be attached to each level will also be provided. The base pay in effect July 1 after applying salary survey, if any, will be the basis for calculating the July 1 award (any pay differentials such as shift pay are excluded). The Appointing Authority (Deputy Director of DMVA) must approve the recommended amounts prior to disbursement, after consultation with federal fiscal managers and the budget director.

c. Cash awards for federally-funded employees should be built into the respective federal budget requests (each appendices) one year in advance in order to include the three-month difference between the end of the state and federal fiscal year. That is, requests for cash awards to be paid effective July 1, 2003-September 30, 2003 will have been included in the federal October 1, 2002 through September 30, 2003 budget. (This will be a continuation of the method used for including automatic anniversary increases before Pfp.) Funds will be distributed from the various appendices and individual cost allocation plans. Appendices will pay only those costs billed for their appropriate share of an employee's salary (100%, 75% etc), which includes the pay for performance award. General funds will not pay for federally-funded employees, and federal funds will not pay for generally-funded employees, nor will funds cross federal appendices.

d. Affected employees and supervisors will be notified of the awards prior to July payroll distribution. Such notification will indicate whether the award is base or non-base building. Since the award is for the previous fiscal year, non base-building cash awards will be considered obligated to the employee effective July 1. DMVA State Personnel will enter the appropriate amounts in EMPL, whether base-building or non-base building, in sufficient time for each July payroll. Base-building awards will be included monthly commencing with the July pay, and non-base building must be paid in a lump sum annually in July.



### 3-3. Incentive Awards

- a. Incentive awards may be granted in accordance with the DMVA Incentive Awards Program.

## Chapter 4

### Employee Dispute Resolution Process

#### 4-1. General

Personnel Procedures P8-13 through 18 provide for a two-staged review process for PfP disputes: internal and external. Employees may not grieve or appeal their performance plan or rating, but they may request a review. Employees may dispute their individual performance plan, including lack of a plan during the planning cycle; their individual performance evaluation; lack of a performance evaluation; the application of DMVA's Performance Pay Plan to the individual employee's plan and/or evaluation; and, full payment of the award. Employees may not dispute the content of DMVA's Implementation Plan; matters related to the funds appropriated; the performance evaluations and awards of other employees; and, the amount of a performance award, including whether it is base or non-base building, any combination or none, unless the issue involves the application of DMVA's Performance Pay Plan. Retaliation against any employee involved in the dispute resolution process is prohibited. A description of the internal dispute resolution process, including timelines and name or position of the appointing authority, shall be given to employees annually at the time of evaluation.

#### 4-2. Internal Process

Employees are encouraged to resolve reviewable issues at the lowest level possible and in a timely fashion. Formal internal review procedures are as follows:

- a. All requests for review must be in writing. Only the issue(s) as originally presented in writing shall be considered throughout the process.
- b. The request must be within five (5) working days of the event giving rise to the request for review (e.g. the final evaluation decision), including the day the disputable event occurred.
- c. The request should be sent to the DMVA State Personnel Director, who will immediately give it to the Appointing Authority for determination or delegation. All employees must be notified of the authorized decision-maker for their disputes.
- d. The Appointing Authority, or designee, shall meet with the employee and supervisor within five (5) working days of receipt of the request unless this time frame is waived by both parties due to situations beyond their control (deployment, pre-arranged vacations, etc.) The employee does not have an absolute right to legal representation, but may have an advisor present. A co-worker would not be considered an advisor. The employee is expected to represent and speak for him or herself. Only issues addressed in the original written request may be discussed.
- e. The Appointing Authority or designee will make a final written decision within three (3) working days of the meeting, and are authorized to instruct the supervisor to: follow DMVA's implementation plan; correct an error; or reconsider a performance evaluation or agreement, if appropriate. Mediation may be recommended. Their authority is limited to reviewing the facts within the limits of this implementation plan. They may not substitute their judgment for that of the supervisor. They may not render a decision that would alter the implementation plan. The decision should be sent to the supervisor, with a copy to the employee and the DMVA State Personnel Office.
- f. Based on consideration of the recommendations received, the supervisor should then make a final decision within five (5) working days and advise the employee of that decision.

g. The completion of the internal stage of the dispute resolution process for issues disputable at the external stage (Personnel Director), the employee will be advised in writing of the deadlines and address for filing with the Director. Such notice will include the requirement that they must attach a copy of the original written dispute and the Department's final decision. This decision is final and binding relative to issues involving an individual agreement or evaluation.

#### **4-3. External Process**

a. Only the original issues involving the application of this implementation plan to the individual agreement and/or evaluation or full payment of an award are reviewable outside DMVA. The employee must send a written request for review to the State Personnel Director at DPA at 1120 Lincoln St, Ste 1420, Denver, CO 80203, within five (5) working days of receipt of the final decision by DMVA if they wish to pursue the matter further. The request must include copies of the original issues and the final decision of the Department.

b. The State Personnel Director or designee shall select a qualified neutral third party to review the issues presented. The neutral third party has 30 days to issue a written decision that is final and binding.

c. Only issues originally presented in writing shall be considered throughout the dispute resolution process.

### **Chapter 5 Miscellaneous**

#### **5-1. Transfers Out**

When an employee transfers out of DMVA and a non-base building award is owed, DMVA will be responsible for paying the remainder, if any, of that award at the time of transfer [P-3-20 (D)].

#### **5-2. Separation**

In all circumstances, a non-base building award is considered obligated and will be paid out [P-3-20 (D)].

#### **5-3. Diversity**

a. DMVA's definition of diversity:

All cultures and individuals are of equal worth and bring their own uniqueness, which blended together makes for a richer, more enlightened and more productive work force. None are of less value than another. Each is a part, which becomes a whole. Full diversity is the epitome of fairness, and represents a healthy organization in which to pool the talents of each.

b. Our policy:

To afford to all individuals, regardless of ethnicity, culture, age, gender, sexual preference, disability or religion, insofar as those facts are known or disclosed, equality in hiring into the DMVA workforce, promotions, retention, training opportunities, pay for performance ratings, awards, inclusion in special function and on committees, and a safe and pleasant work environment.

c. Every effort will be made to insure that all individuals are afforded the same opportunity to achieve and be rewarded for Level 4 Performance insofar as their job performance warrants. This will be monitored and documented. Adverse action may be taken against any supervisor found to willfully violate this policy.

#### **5-4. Ongoing Training of New Employees and Supervisors**

New employees are briefed as a part of their new employee orientation. New supervisors are trained semi-annually in daylong classes conducted by DMVA State Personnel, of which Pay for Performance will be a large part. If deemed necessary, separate PfP classes may be held to develop performance measures. Employees and supervisors are updated as changes occur through memos from, or meetings conducted by, DMVA State Personnel. DMVA *may* call upon assistance from DPA/DHR for Performance Management and other training. Attendance at training is **mandatory** for all supervisors of state employees, including those who are non-state. Refusal to attend training will result in an unsatisfactory performance rating.

#### **5-5. Evaluation of DMVA Pay for Performance**

Modifications to this Plan and the Plan and Evaluation form will be made and published should it be deemed appropriate. Ongoing modifications are anticipated during the first years of implementation. A report will be made to the Executive Director (TAG), including number and outcome of Reviews requested by employees, amounts and types of awards, and other pertinent information. The TAG at his discretion may appoint a state executive overview committee to review this and other data to determine the quality of DMVA's Performance Pay policies. Annual report requirements will be met as requested. An annual study will be made thereafter, as necessary.

#### **5-6. Annual Report Requirements**

DMVA will be entering performance awards and ratings into a spreadsheet and the information will be downloaded and reported from that program to DPA. Other data will be downloaded by DPA from EMPL.

**STATE OF COLORADO**  
**DEPARTMENT OF MILITARY & VETERANS AFFAIRS**

**PAY FOR PERFORMANCE**

**PERFORMANCE AGREEMENT AND EVALUATION**  
**for**

---

(employee's name)

**DMVA MISSION STATEMENT:**

Provide day-to-day command and control, guidance, policies, and administrative and logistics support to the Divisions of the National Guard, Veterans Affairs and Civil Air Patrol. By statute, that support includes safekeeping and management of military real estate, veterans cemetery, equipment, facilities and buildings; publishing necessary regulations, orders and reports; maintaining records; and hiring personnel to carry out those missions.

**DEMOGRAPHIC DATA:**

Employee's Social Security Number \_\_\_\_\_

Job Title \_\_\_\_\_

Work Unit \_\_\_\_\_ Supervisor Name \_\_\_\_\_

Appraisal Period: \_\_\_\_\_ to \_\_\_\_\_ (Annual/Interim)

Date	Received	by
Personnel Office		
_____		
Accepted as correct _____		
or		
Returned by: _____		
on _____		
Received back on _____		

**Performance AGREEMENT** established with employee input on \_\_\_\_\_  
(date)

Supervisor's signature: \_\_\_\_\_  
(print name)

Employee's signature: \_\_\_\_\_  
(print name)

**COPY MUST BE PROVIDED TO EMPLOYEE AT TIME OF SIGNING. Copy to DMVA State Personnel Office.**

**Interim reviews conducted on**

(**both** required)

\_\_\_\_\_  
(September)

\_\_\_\_\_  
(January)

Supervisor's Initials

\_\_\_\_\_

Employee's Initials

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Final EVALUATION** performed with employee input on \_\_\_\_\_  
(date)

**Eligible and recommended for: (from page 3)**

**Level 2** \_\_\_\_ **OR** **Level 3** \_\_\_\_ **OR** **Level 4** \_\_\_\_ **OR** **No Award** (reason) \_\_\_\_

Base Building \_\_\_\_ Non-Base Building \_\_\_\_

Supervisor's signature \_\_\_\_\_  
(print name)

Employee's signature \_\_\_\_\_  
(print name)

Reviewer signature \_\_\_\_\_  
(print name)

**COPY MUST BE PROVIDED TO EMPLOYEE AT TIME OF SIGNING. Original to DMVA State Personnel Office.**

**FOR STATE PERSONNEL OFFICE USE ONLY**

Based on proximity to Maximum, and based upon confirmed award recommendation above, this employee is eligible for a \_\_\_\_\_% base building \_\_\_\_\_% non-base building cash award for state fiscal year end June 30, 20\_\_\_\_.  
(State Personnel Office initials) \_\_\_\_\_

CORE COMPETENCIES RATINGS: Met \_\_\_\_\_ Did not Meet \_\_\_\_\_ NI \_\_\_\_\_

If 2 did not meet or 3 needs improvement, not eligible for any award

SUPERVISOR RATING:

FACTOR: completed plans/evaluations timely: Met \_\_\_\_\_ Did not Meet \_\_\_\_\_

If did not meet, not eligible for any award

FACTOR: time sheets/leave slips: Met \_\_\_\_\_ Did not Meet \_\_\_\_\_ NI \_\_\_\_\_

If did not meet, cannot get level 4 award.

#### FINAL RATING FOR JOB SPECIFIC TECHNICAL COMPETENCE

Factor 1	_____	Final Points	=	_____
Factor 2	_____	Final Points	=	_____
Factor 3	_____	Final Points	=	_____
Factor 4	_____	Final Points	=	_____
Factor 5	_____	Final Points	=	_____
Factor 6	_____	Final Points	=	_____
Factor 7	_____	Final Points	=	_____
Factor 8	_____	Final Points	=	_____
Factor 9	_____	Final Points	=	_____
Factor 10	_____	Final Points	=	_____

Total Final Points Technical = \_\_\_\_\_ (cannot be more than 100)

Level 1 = 0-33 ; Level 2 = 34-67; Level 3 = 68-100. Level 4 - complete Mandatory section on previous page

Any employee receiving an overall Level 1 rating must receive a corrective action.

Awards are based on criteria set forth in the State of Colorado compensation policies and the DMVA Plan. After receiving the final executed evaluation form with the rater and reviewer's award recommendations, the State Human Resource Office will calculate the % amount for which each employee may be eligible based on the employee's performance evaluation (i.e. Level 1, 2, 3 or 4) and based on each employee's salary relative to the "maximum" for her/his classification. **The actual amount awarded will always depend upon funds available, regardless of recommendation.**

## STATEWIDE CORE COMPETENCIES

You will be evaluated on the following core competencies. A competency is a measurable pattern of skills, knowledge, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully. **These competencies are mandatory and universal across the state system.**

Instructions: At time of evaluation check appropriate box indicating whether the competency factor was met, simply needed improvement, or was not met during the rating period.

Two or more core competency factors rated as "Not Met" will preclude the employee from receiving any award. NI = Needs Improvement. This addresses issues that should have been dealt with in the interim reviews but were still not met by evaluation year's end. Three or more NI's preclude the employee from receiving any award. A competency factor is one of the items under the main competency heading(s).

Rating scale:	Did not Meet	NI	Met
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### Communication

The employee effectively communicates by actively listening and sharing relevant information with co-workers, supervisor(s) and customers so as to anticipate problems and ensure the effectiveness of the Department of Military & Veterans Affairs.

#### Factors

The employee has a demonstrated ability to:

Communicate respectfully with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain confidentiality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respond in a prompt and courteous manner to requests and inquiries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments if "not met"

### Interpersonal Skills

The employee interacts effectively with others to establish and maintain smooth working relations. The employee develops and maintains smooth working relations by successfully interacting with others around her/him. The employee gains confidence and trust, considers and responds tactfully to the needs of others, takes personal responsibility for own words and actions.

#### Factors

The employee has a demonstrated ability to:

Treat others with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treat others fairly and without prejudice or bias.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be depended upon by peers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote cooperation and teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Build trust and work with integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments if "not met"

Rating scale:

Did  
not NI Met  
Meet

### Customer Service

The employee demonstrates responsible personal and professional conduct, which contribute to the overall goals and objectives of the Department of Military & Veterans Affairs, and works effectively with internal/external customers to satisfy service expectations.

#### **Factors**

The employee has a demonstrated ability to

Treat the customer with respect and courtesy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide consistent, quality service to all customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offer appropriate and innovative solutions to customer problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meet customer expectations in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments if "not met"

### Accountability

The employee's work behaviors demonstrate responsible personal and professional conduct, which contribute to the overall goals and objectives of the Department of Military & Veterans Affairs.

The employee takes initiative to improve professional growth and development to improve the functioning of the Department; and has a strong work ethic that relates to accomplishing the goals and mission.

#### **Factors**

The employee has a demonstrated ability to

Provide consistent, timely, high quality work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complete work by established time lines or in advance of deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keep confidential information confidential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adhere to established work schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seek new and/or additional training opportunities to obtain mastery over tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Display a high degree of honesty/integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments if "not met"

### Job Knowledge

The employee is skilled in job-specific knowledge which is necessary to provide the appropriate quantity and quality of work in a timely and efficient manner.

The employee utilizes and upgrades knowledge of the skills that make him/her an asset to the Department of Military & Veterans Affairs.

#### **Factors**

The employee has a demonstrated ability to:

Remain current on professional/technical knowledge and/or licensing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Show professional/personal pride in her/his work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instill confidence in recipients of service regarding her/his area of expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Comments if “not met”

## **SUPERVISORS ONLY**

Completed plans and appraisals, including interim reviews, on subordinates **by established deadline**

Did not meet requirement

☐

Met requirement

☐

**IF SUPERVISOR DID NOT MEET ABOVE REQUIREMENT, NO AWARD IS PAYABLE**

Completed and forwarded accurate time sheets and leave slips **weekly**

Did not meet requirement

☐

Needs Improvement

☐

Met requirement

☐

A did not meet precludes the supervisor from a Level 4 award, if otherwise recommended. Needs Improvement should be addressed in interim review.

### **Job Specific Technical Factors:**

Enter as many factors as will adequately reflect the expected outcomes. Remember, the factors must be measurable! Factors should be based on the PDQ. Select the most important aspects of any position. Everything does not need to be included.

(Supervisors and employees keep in mind that levels of performance must be measured by: quality, quantity, accuracy and timeliness.) Comments optional for Level 2, & 3; Mandatory for Level 1. Each factor should be assigned a weight. Total of all factors should equal 100%. At time of evaluation, insert final factor points in box. Points can be 0 to factor “weight”. Example: if the weight is 20%, the points can be between 0 and 20. See page 9 for instructions on Level 4 recommendations.

*You must outline how your employee can reach level 2 or 3 for each factor/task. Remember, accomplishing the assigned task is a Level 2. Level 2 is 34-67 % of the total weight. Level 3 is 68-100 % of the total. Less than 34% is a Level 1. Example: Total factor weight is 20%. The employee meets the criteria for level 2. Thus, the factor points would be between 6.8 and 13.4). If the employee meets the criteria for level 3, the factor points would be between 13.5 and 20.*

Factor Weight

FACTOR/TASK:

Standard for a level 2:

Standard for a level 3:

Evaluation Comments:

Level 1	0%	To	33%	
Level 2	34	To	67%	

Level 3	68	To	100%	
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Factor Points

Factor Weight

FACTOR/TASK:

Standard for a level 2:

Standard for a level 3:

Evaluation Comments:

Level 1	0%	To	33%	
Level 2	34	To	67%	
Level 3	68	To	100%	

Factor Points

Factor Weight

FACTOR/TASK:

Standard for a level 2:

Standard for a level 3:

Evaluation Comments:

Level 1	0%	To	33%	
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Level 2	34	To	67%	
Level 3	68	To	100%	

Factor Points



Factor Weight

FACTOR/TASK:

Standard for a level 2:

Standard for a level 3:

Evaluation Comments:

Level 1	0%	To	33%	
Level 2	34	To	67%	
Level 3	68	To	100%	

Factor Points



Factor Weight

FACTOR/TASK:

Standard for a level 2:

Standard for a level 3:

Evaluation Comments:

Level 1	0%	To	33%
Level 2	34	To	67%
Level 3	68	To	100%

Factor Points

Factor Weight

FACTOR/TASK:

Standard for a level 2:

Standard for a level 3:

Evaluation Comments:

Level 1	0%	To	33%
Level 2	34	To	67%
Level 3	68	To	100%

Factor Points

Factor Weight

FACTOR/TASK:

Standard for a level 2:

Standard for a level 3:

Evaluation Comments:

Level 1	0%	To	33%
Level 2	34	To	67%
Level 3	68	To	100%

Factor Points

**MANDATORY** section if recommending a Level 4 Award In order to be eligible for a Level 4 Award, the Core Competencies must all be **met** and the overall Technical Factors must be a **Level 3**. Outline here what in this person's job performance this past year qualifies her/him for a Level 4 award? **Be specific.** If this section is not adequately completed, a Level 4 Award will **not** be considered.

*You should enumerate here extraordinary accomplishments not included in original Technical Factors, such as special assignments/projects, etc. outside the regular job assignment ( how this individual's **innovation** improved processes for the Department or saved the Department money, etc—unless part of the regular job assignment.) that “may” qualify the employee for a Level 4 award. Final approval will be made by the reviewing committee (use a narrative or bullets):*

**Training and/or Career Objectives** (optional)

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**DEPARTMENT OF MILITARY & VETERANS  
AFFAIRS**

**STATE OF COLORADO**

**PERFORMANCE AGREEMENT AND EVALUATION FORM  
INSTRUCTION MANUAL**

DMVA Manual 623-2

6/16/2003

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# W E L C O M E

**WELCOME to DMVA Pay for Performance.** The attached Agreement and Evaluation form will be used for planning and evaluating your employee(s)' performance. It is a performance management tool. All evaluations based on the previous year and agreements for the upcoming year should be completed and returned to the DMVA State Personnel Office **absolutely no later than** May 31 of each year. Send the ORIGINAL signed evaluation, and a COPY of the signed Agreement (plan). Be sure that each employee receives a copy of each. The evaluation year will commence May 1 and end April 30.

REMEMBER, any and all pay increases (except salary survey) are based **solely** on performance. The Agreement and Evaluation form is the tool through which this will be accomplished

THIS FORM IS SUBJECT TO CHANGE AND THE LATEST ITERATION SHOULD ALWAYS BE USED. THE USER WILL BE ADVISED WHEN CHANGES HAVE BEEN MADE. USERS SHOULD <b>NOT</b> MODIFY THE FORM IN ANY WAY.
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## Page 1 -. The Mission:

**DMVA MISSION STATEMENT:** Provide day-to-day command and control, guidance, policies, and administrative and logistics support to the Divisions of the National Guard, Veterans Affairs and Civil Air Patrol. By statute, that support includes safekeeping and management of military real estate, veterans cemetery, equipment, facilities and buildings; publishing necessary regulations, orders and reports; maintaining records; and hiring personnel to carry out those missions.

HOW DO YOU WANT YOUR CUSTOMERS TO VIEW YOUR WORK UNIT? Reflect this in the Performance Agreement. Think through how you are currently viewed (how do you know this?) and how you would like to be viewed. How do you go from one to the other? **You might take some time right now to brainstorm** (on a sheet of paper write out):

NOW

GOAL

How will you know when you've gotten there? How will you measure it?

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Following are page-by-page instructions for the completion of the agreement and evaluation form.

## Page 1 - Cover

Each employee's agreement is individualized. Enter the employee's name on the blank line on the front page. If you are typing this form on the computer, you may find it helpful to "protect" it before you begin typing. In this way you can merely tab and it will take you to the next place automatically.

## Page 2 – Demographics, Verification and Award Recommendations

**Demographic Data:** Fill in the employee's social security number and job classification (Groundskeeper, Administrative Assistant, Electrical Trades II, or whatever it is). Work Unit is the section in which the employee is working, such as Civil Engineering Roads and Grounds. Supervisor's name should be inserted. The appraisal period should be 1 May 200\_\_ to 30 April 200\_\_ unless the employee is new or has a new supervisor. In either of those cases, use the hire date or the date the employee is assigned a new supervisor.

**Performance Agreement (plan).** Include the date that the plan is established with the employee (April/May of each year, or within 30 days of hire for new employees) together with the supervisor and employee signature. Do not forget to sign, and PLEASE DO NOT BACKDATE!

## **Page 4, 5 – Core Competencies**

Core Competencies are mandated for all Colorado state employees in every Department of State Government.

Core competencies must be included in the agreement and evaluation. Each core competency has several items or “factors” that will need to be met. “Factors” are the individual items under a major core competency. Remember this when it comes time to evaluate.

## **Page 6, 7, 8, 9 - Job Specific Technical Factors**

Include only **significant** items in the plan that can be effectively measured (evaluated) and that have meaning. You do not need to include everything that is listed in the employee’s PDQ. Consider what you and the employee believe to be the MOST important facets of their position. This is an excellent opportunity to establish goals.

You have available four pages to insert items (factors, standards) that you want to measure relative to an employee’s performance in any given rating year. There is no minimum or maximum. BUT factors should be specific and measurable. If you cannot clearly explain to an employee how a factor will be measured, then it is probably not appropriate. You must clearly establish during the planning stage how levels 2 and 3 can be achieved. **Do not** wait until the evaluation is conducted and “wing it.”

Job specific technical items for evaluation should be:

<b>S</b>	=	<b>specific</b> , easily understood and communicable
<b>M</b>	=	<b>measurable</b> , using objective criteria
<b>A</b>	=	<b>achievable</b> , within a set time frame
<b>R</b>	=	<b>realistic</b> and reasonable
<b>T</b>	=	<b>trackable</b> over time

[SMART borrowed from General Support Services, Department of Personnel CPP Training Manual]

A “core competency” item should **not** be included in the Technical Competence section unless it is inherent in a specific task.

Standards should be based on (but not a carbon copy of) the individual PDQ, and should **NOT** be too generic. The plan is individual and personal.

Each factor, or standard, will be assigned a “weight”. The total of all factors should equal 100 (or 100%). This will enable you to give a higher regard to those items that are more critical than others. If a factor is only worth, say, 5%, then it is perhaps not worth measuring. All things are NOT equal in most people’s jobs. And the importance, or weight, may change from year to year.

When developing factors, try to include how that factor will be measured. This will help both you and the employee when it comes time to evaluate. If you will be doing surveys, say so. If you want

the employee to keep a log, say so. Remember, though, that these things are in and of themselves time-consuming and may or may not be 100% accurate. You may need to be able to explain how you have determined the final points you have assigned to any factor; particularly if a higher level is missed by one or two points!

Send a copy of the plan to the DMVA State Personnel Office and give the employee a copy. The supervisor should retain the original for use during interim and final ratings, and as a general performance management tool.

### **IT'S TIME TO EVALUATE**

**Interim Reviews.** Two are required during the year. September and January would split up the year nicely. Interim reviews are the golden opportunity to meet together and confirm that the employee is heading in the right direction. It is also an opportunity to review the goals and standards that have been set to see if they still “fit.” If necessary, you can make changes to the plan. Both the supervisor and the employee should initial indicating the review has taken place on the date noted. NO copy needs be sent to Personnel at this time.

**Final Evaluation.** The Final Evaluation is based on the plan which you developed together and signed in April/May of the preceding year, utilizing the same form. The supervisor and employee should meet together for an initial discussion as to the proposed rating. Employee input must be considered. Remember, the employee is the one “down in the trenches” day to day and probably knows the job better than the supervisor. You can then make your final rating (**DON'T** come to the meeting with the form already filled out in ink and signed). When determining the recommended award, be sure to follow all established criteria. Remember, this is only a recommended award. The final outcome will be determined by the employee's current pay rate in relation to the Range Maximum for the job class and the predetermined percentages available for award levels.

Award recommendations should follow the guidelines below:

Needs Improvement – Level 1	0%
Met Requirements – Level 2	more than Level 1
Exceeded Requirements – Level 3	more than level 2
Consistently Exceeded – Level 4	more than level 3
Requirements	

**Each year the percentages will be defined and published.**

You need **not** calculate dollars, merely mark the recommended award level in the appropriate space. This will come from your calculations on page 3.

Prior to the employee signing the form, it should be reviewed by the “Reviewer” for your work unit (usually the next level supervisor), who will concur or suggest modifications. Once both supervisor and Reviewer have signed the form, meet again with the employee and advise of the final rating and the award Level being recommended. If a Level 4 award is being recommended, it must **first** be approved by the Management Committee. Then the employee will sign the evaluation form. The employee will be notified during the month of July as to the exact award, if any. Remember:

A base-building award is a dollar sum that is added to the salary of an employee that will **not** need to be re-earned annually. It is permanently added to their base salary. It can only be recommended for an employee whose salary is currently below “Maximum” for the pay range.

A non-base building award is a dollar sum that is awarded for that rating year but must be re-earned annually. It is not permanent.

An employee who is at (or above) Maximum for the pay range cannot receive an award unless they are a Level 4 performer. See Implementation Plan.

The **original** Agreement and Evaluation form should be sent to DMVA State Personnel as soon as the evaluation is completed. It **must** be received no later than May 31 in order for employees to receive their recommended award. Late receipt of Agreements and Evaluations will preclude the supervisor from receiving **any** award for that fiscal year; or, if federal/military, from receiving a satisfactory rating on their performance for the year. Late means zero dollars for the state supervisor.

**Incomplete or inaccurate forms will be returned** to the Supervisor and considered “not received” for purposes of timeliness until corrected and returned to DMVA State Personnel. Next level supervisors will be apprised of whether their subordinate supervisors have met the established timeline for completing plans (agreements) and evaluations.

If a carefully-thought-out plan has been developed, a minimum of two interim reviews conducted and expectations clearly explained, the final evaluation should be a breeze.

### **Core Competencies –**

Competencies are to be rated as Did Not Meet, Needs Improvement, or Met. Supervisors must be as objective as possible, taking into account customer and/or fellow worker comments, both positive and negative. An employee about whom you receive several negative complaints that cannot be adequately explained by the employee should probably **not** be considered as having met a standard. Use your discretion, but remember: **treat all employees equally.**

More than one core competency factor rated as “Not Met” will preclude the employee from receiving an award. Likewise, more than two core competency factors rated as “Needs Improvement” will preclude the employee from receiving an award.

Remember, a core competency “factor” is one of the several items under a major core competency heading!

### **Technical Factors/Standards -**

Employees should have an opportunity to discuss the individual items on which they are being evaluated. A mutual agreement should be reached in most cases as to the final outcome. Because you have determined in the planning stage how a level 2 or a level 3 will be met, this should not be

difficult. Particularly if there is backup documentation such as a log indicating work orders completed, etc., (if applicable).

Indicate the final factor points in the appropriate box. You can assign any point up to the weight of the factor utilizing the graph on the form. For example, if factor one is assigned 35%, you can assign a final point of 1 to 35 depending on the level the employee has accomplished. In this way, at the end you will have no more than 100 total points. “Comments” are optional for levels 2 and 3, but mandatory for level 1. However, you may be well advised to provide some comment for each factor. This will help you remember why you gave the points you did. The comments need not be fancy or elaborate, but should be concise and clear.

Please do not give in to the temptation to skew individual item evaluations in order to achieve a particular end for an employee—good or bad. Rather, if extenuating circumstances apply, write that in the narrative section.

Evaluations are **not** to be based on whose assignment appears to be “more important” to the Department, but on how the employee has performed in relation to the expectations of a reasonable person for the functions of the assignment. Obviously some positions have a higher profile than others and appear to support the mission in a more direct fashion. This in and of itself does **not** make the person a level 4 performer. BEWARE!

### **Page 3, Rating Recap and “For Supervisors Only”**

If you are rating a subordinate supervisor, you must complete the Supervisors Only section on page 3. Check first with DMVA State Personnel to ascertain whether your subordinate supervisor(s) did indeed complete their plans and evaluations by the established deadlines. If they did not, please do not check “met requirement.” **If you mark “met requirement” and the deadlines were not in fact met, DMVA State Personnel will return the evaluation form to you with a note stating why.** You should then correct and initial, and return the form.

Type in the final points for each factor, add them up, and go the rating scale to determine which level will be entered on page two under “eligible and recommended for.” In order for a Level 4 to be “considered” (see Mandatory Narrative on page 10), the employee must have a final over all Level 3 rating.

### **Page 10, Level 4 Narrative and Optional Training Sections**

**Level 4 Narrative** Whenever a level 4 award is being recommended, you must be able to clearly indicate why the employee should receive such an award. These instances will be rare and unusual. A high level of creativity and innovation that has benefited the Department must be outlined. It should be convincing—and true—but this is not a creative writing contest. Be straightforward and concise. Methods of saving the Department money, if any, should be included. This would, however, **not** be included if the savings are an inherent part of an employees day-to-day duties or as a result of a management directive. REMEMBER Level 4 awards must be approved by the management committee. They are not automatic just because they have been recommended! No employee should be advised that they have received a Level 4 until final approval has been accomplished.

**Training and/or Career Objectives** - some positions have specific training requirements; others are highly desirable; a specific career path could be outlined here, if known. Think about future workforce planning.

### **DMVA IMPLEMENTATION HISTORY**

In mid 1997, the Executive Director (The Adjutant General) selected his Deputy Director to be the CPP “Champion” for DMVA. Solicitations were made throughout the Department requesting participants to be on the CPP Core Committee. This Committee was developed in October 1997 and was subsequently split into teams: plan and evaluation team, training team and compensation team. Most members served on two teams. The Core Committee eventually dissolved, and general turnover and attrition reduced the size of the teams as well. Throughout the process employees and supervisors have been actively requested to provide input.

Over time and many iterations a pilot Plan and Evaluation form and Training Manual were developed. All supervisors (both state and federal/military) were trained on the use of this tool. Prior to the introduction of the pilot form, fliers were sent out and mandatory meetings were held on-site at our main employee locations with all employees and supervisors introducing them to Colorado Peak Performance. The first meetings were held in January 1998. In September, October and November most supervisors and employees attended training provided by the Department of Personnel. This training took place in two phases. The first was an overview and introduction. The second focused on developing performance measures. Individual supervisor training continued throughout utilizing the manual developed by the DMVA State Personnel office. In the Spring of 1999 the compensation team met to begin discussions on that portion of CPP. Various proposals and some tentative conclusions were reached, but no firm decisions were made due to absence of team members and the projected retirement of the “Champion.” One proposal was piloted, and found to be unwieldy by upper management.

Pilot Performance Plans took effect September 1, 1998 and closed February 28, 1999. In the Spring of 1999, the Plans and Evaluations were reviewed and found to be wanting. A focus group was held with one employee work unit to get feedback and determine what was lacking in the way of training or format and for general input. Early Summer of 1999 the DMVA CPP “Champion” retired and the program was put on hiatus for a brief period of time. Supervisors were asked to continue using the pilot forms for a new rating period commencing May 1, 1999 in order to insure that we would be in compliance with statute regarding plans and evaluations for all state employees. In April 1999, all employees and supervisors were notified by memo of the change in timeline for DMVA’s implementation and how this would affect their anniversary increases. It was determined that additional training would be required—at least “train the trainer” relative to developing performance measures. This was conveyed to the State of Colorado CPP Coordinator in August of 1999.

In the Autumn of 2000 the DMVA State Personnel Director was tasked with overseeing the development of Pay for Performance (PfP) for DMVA, and named as the official Point of Contact for this project. In January of 2001, in accordance with the new provisions of Pay for Performance, and the elimination of "Colorado Peak Performance", DMVA revised its performance pay plan to comply with the new guidelines. Following is the revised performance pay plan. This was accomplished with the direct input of a committee comprised of management, supervisors and employees.

Performance planning and evaluation criteria (and a form) were developed to incorporate the essential characteristics or competencies necessary to measure and distinguish between the levels of each employee's performance. Initially, a multitude of proposals were reviewed and modified. Many lengthy discussions took place relative to the perception of unfairness, playing favorites and like topics, and how to overcome this in the performance management process. 360-degree evaluations and surveys were considered as a means to accomplish objectivity. Because of the size of the Department and because the preponderance of supervisors and employees saw no significant benefit to these potentially time-consuming endeavors, it was decided surveys may not be an effective or manageable method to achieve this goal in the initial phase, and would be optional. It was determined, rather, that providing the requirement for comments by the lowest and highest ratings would assist in maintaining some objectivity.

Consideration was given to developing Job Group Performance Agreements with pre-determined measures. It was decided, however, that job performance could be categorized into two classes for all positions—Technical and Behavioral. Additionally, supervisors wanted to have their own unique measures. Initially a numeric rating scale of 100-500 was considered, but was determined to be unwieldy.

Additionally, each supervisor, together with the work unit, was tasked with developing a Unit Mission or an established, definable standard to which each employee could look and take pride in accomplishing. This, then, (together with the PDQ) would be the foundation for development of individual performance standards. A chart was developed linking each employee’s function to the overall Department mission, so that each employee could see the relevance of his or her job.



**GLOSSARY – Abbreviations**

**AGR**

Active duty Guard or Reserve

**DMVA**

Department of Military & Veterans Affairs

**DHR**

Division of Human Resources

**DPA**

Department of Personnel & Administration

**EEO**

Equal Employment Opportunity

**EMPL**

Main frame computer sub-system containing all state personnel records

**NI**

Needs Improvement

**PfP**

DMVA's designation for the state performance based pay system

**PDQ**

Position Description Questionnaire

**P.O.C.**

Point of contact

**TAG**

The Adjutant General